

MANAGEMENT MODEL FOR DEVELOPMENT INSTITUTE OF PHYSICAL EDUCATION TOWARDS A SPORT UNIVERSITY

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Abstract: The objectives of this research were 1) to study successful sport universities from overseas, 2) to study readiness of the Institute of Physical Education towards becoming a sport university, 3) to study the feasibility of the Institute of Physical Education towards becoming a sport university, and 4) to present a development model for the Institute of Physical Education to become a sport university. The research, using a mixed method, was both qualitative and quantitative. The sample group was purposively sampled, consisting of 350 executive officers from Ministry of Tourism and Sports, Ministry of Education, Sports Authority of Thailand, Institute of Physical Education, Department of Physical Education, Office of the Higher Education Commission, Olympic Committee of Thailand and Sports Association. Tools such as feasibility evaluation form, data analysis through descriptive statistics, percentage, frequency, qualitative analysis and content analysis were used to explain Best Practices, necessity, readiness and foreign successful possibility.

The research findings showed that: 1) sport universities namely Korea National Sport University, Beijing Sport University, and American Sports University commonly owned an efficient Sport University administration by specifying administrative policy, vision, mission, teaching, curriculums and fields in accordance with social needs. 2) regarding the readiness towards becoming a sport university, the Institute of Physical Education was ready according to the Higher Education standards which were: 1. Standard in potential and readiness of education management, consisting of 4 sub-standards: (1) Physicality (2) Readiness in education management (3) Finance (4) Administration; and 2. Standard in carrying out the mission of the higher education institution, consisting of 4 sub-standards (1) Graduate Production (2) Research (3) Educational Service to society (4) Art and Cultural Conservation; 3) regarding the possibility towards becoming a sport university, the Institute of Physical Education had potential and suitability in

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Technology an System, Economics, Laws, Operation, Schedule and Human Resources (Burch, 1992; Feasibility Study: Five common factor, TELOS). It also had potential in Higher Education Standards regarding institution establishment: 1) Strategy 2) Sport University Structure 3) Landscape Architecture 4) Technology 5) Curriculums 6) Students 7) Graduates' Particularities 8) Administration 9) Human Resources 10) Budget Research 11) Educational and Social Services 12) Art and Culture Conservation, as feasibility budget evaluation; and 4) The development model for Institute of Physical Education to become a sport university is to be a specialized university, dividing management into 4 regions. Each region will select one campus as a Sport University's location, having campuses and sports schools within the region as its subordinate sectors.

In conclusion, a Sport University has 4 key missions i.e. 1) to provide Undergraduate and Post-graduate courses according to the specified standard criteria; 2) to study, research and develop knowledge and innovations regarding Physical Education, Sports, recreation, Sports Science, Health Science and other related fields; 3) to provide academic services to the community and the society, especially sports services; and 4) to maintain the art and culture, focusing on using and developing technology in order to build and strengthen a learning society in the region, meet the social needs as well as be able to compete internationally.

Introduction

Sports play an important role in both physical and psychological quality of life improvement. It is a key factor for people to enhance quality of life of their own, their family, their community and their society, leading to participation in efficiently developing economy, society and politics. In developed countries worldwide, it is also used as a tool to strengthen family and community through participation process, community network building as well as awareness rising in living a life with morality, discipline and responsibility, respect in one's own and others' rights, in order to be a good foundation for the society. As a result, health organizations around the world including international organizations strongly support sports, exercise and recreation as tools to promote citizen's quality of life.

To celebrate the United Nation's International Year of Sport and Physical Education in 2005, an International Conference on Sport and Education, held by the Royal Thai Government, made a mutual agreement in The Bangkok Agenda for Action on Physical Education and Sport in School to put the agenda as a key issue in the National Strategy and to bring it to practice. This hence shows that trend and direction of the global society lead to utilization of sports as a medium to connect people at every class. Therefore, sports take part in educational society and human resources development.

In order to develop sports capability in Thailand to equal that of civilized countries, Sports Authority of Thailand, Ministry of Tourism and Sports has stressed importance of sports by creating the Fifth National Sports Development Plan (B.E. 2555-2559) as a frame and direction for national sport development to achieve its goals: basic sports development, mass sports development, sports excellence development and profession sports development. Hence, Science and technology in sports are applied to strengthen sports and exercise potential while Good Governance

is adopted in integrated sports administration, enabling people of every group and class to play sports and exercise in order to correctly and continuously develop basic sports skills, gain good health and physical fitness, instill sportsmanship, build harmony, support sports development in every scale from basic to mass, and aim for excellence and profession in international level.

For Thailand, Institute of Physical Education and Sport School are established as educational institutions that produce and develop personnel in Physical Education, Sports, Health, Recreation and other related fields as well as promote sports and lead athletes to excellence. However, the focus of the Institute of Physical Education is to produce Physical Education personnel and teachers for social needs and the Sport School only provides teaching in a basic education level. They still lack excellence in sports education, sports science and technology research and sports innovation research because the concept of physical education and recreation has different objectives from sports objectives that involve competition and business.

Since the establishment of the Institute of Physical Education, due to its novelty, there have been administration problems in many aspects i.e. cooperation from personnel in the growth of the institution and unclearness of standpoints from personnel at every level, from chief executives, campus management officers to the institution's employees, consequently causing issues such as students' acquisition, acceptance from the society, and academically independent administration. Outsiders in sports area, savants or sports commission have tried to give ideas and suggestions to push forward the Institute of Physical Education to have efficient administration in a form of specialized university and strong institution council so that it can act as a primary sports organization for the country. Nevertheless, the Institute of Physical Education is not an actual specialized university so it cannot respond to the social needs in terms of sports such as production of sports profession personnel from players, trainers, referees to competition organizers. It also lacks sports science research, innovation invention research and sports product development and sports business administration.

Later, an idea of establishing a National Sport University in Thailand was introduced by Sports Commission, Members of Parliament and representatives from related sectors such as Sports Authority of Thailand, Department of Physical Education, Institute of Physical Education, and Sport School. A study visit to China and Korea to learn their National Sport University administrations triggered the idea that Thailand should have its own National Sport University so that there is a higher education institution that can be a foundation for complete sports profession development in which roles and missions of existing the Institute of Physical Education cannot sustainably serve.

As the executives of the Institute of Physical Education and committee of the Institute of Physical Education Council who were a part of the committee to suggest guidelines and forms for institution development, this researcher realized importance of conducting a research on "Management Model for Development of Physical Education towards a Sport University" to be used to develop the institution which is under my administration and control. Meanwhile, Sports Commission, Members of Parliament has a resolution and policy suggestion for Ministry of Tourism and Sports to find a solution to manage and lead the Institute of Physical Education towards a

national sport university in order to efficiently produce personnel in the field of education, Physical Education and Sports profession for the country. In addition, the Institute of Physical Education has a number of quality personnel in its 17 campuses nationwide. To achieve the institution's missions, an establishment of a Sport University from the foundation of the institution should be most feasible.

As establishment of a Sport University is still new to Thailand, there should be a conceptual model derived from successful foreign sport universities to be a guideline for Thailand. Therefore, a comparison of operations between China, Korea and the United States of America is needed to understand and learn these countries' lesson learned and to analyze, synthesize and conclude into a suitable model of Sport University for Thailand. Moreover, if the Sport University is going to be built upon the foundation of the Institute of Physical Education, readiness and feasibility of the institution towards becoming the national sport university should be studied. All studies are policy-oriented in order to obtain data and formats from relevant individuals, savants and the Institute of Physical Education personnel. The research will be used by the government in policy-oriented decision making on moving the Institute of Physical Education towards a qualified and accepted Sport University which will consequently sustainably develop national sports.

Objectives

There are four objectives for the research:

1. To study successful sport universities from other countries.
2. To study readiness of the Institute of Physical Education towards becoming a sport university
3. To study the feasibility of the Institute of Physical Education towards becoming a sport university
4. To present a development model for the Institute of Physical Education to become a sport university

Benefits from the Research

There are three benefits:

1. To obtain the conceptual framework on educational administration from sport universities overseas namely China, Korea and the United States of America that can be adapted to be suitably applied for Thailand.
2. To learn the status of the Institute of Physical Education in terms of readiness towards becoming a Sport University.
3. To obtain a development model and suggestions that makes the transition to Sport University possible.

Methodology

This research model is mixed-method, qualitative and policy-oriented. The processes of the study are divided into 3 stages as follows:

Stage 1: Study Foreign Sport Universities

This research is a documental study on models of successful sport universities from China, Korea and the United States of America by analyzing, synthesizing,

interviewing relevant individuals and discussing with in a focus group in order to conclude foreign sport university model as the Best Practices.

1. Study Trend, Direction and Teaching Methods of The Foreign Sport Universities
It utilizes the study on trend, direction and teaching methods of the foreign sport universities, especially the teaching methods by studying from books, documents and published material as well as attending lectures from experts at conferences. The researchers then summarized the obtained data into key points.

2. Survey Internet Sources and Other Sources

Since data on the internet are various and can be used to increase efficiency in researching, we took an online study to gather data, emphasizing on searching for information according to the summarized key points. After that, the researchers categorized the obtained data.

3. Analyze Data from The Study and The Online Research

The researchers brought data from the study, the internet and other sources to analyze and conclude into a drafted foreign successful sport university model.

4. Summarize Content of Successful Sport University Model

The researchers examined the successful sport university model by taking the data from the study, the internet and other sources into consideration. We rearrange the content so that it is suitable for the presentation. Then, the drafted successful sport university model was concluded and presented to the thesis advisor committee for further verification.

5. Quality Audits the Draft of Successful Sport University Model

5.1 The research sought 20 experts by considering educational background, administration background and work experience in order for them to evaluate the quality of the drafted model. The experts were selected as follows:

(1) 15 experts were scholarship recipients from Sports Authority of Thailand to study and site visit administration of sport universities overseas:

International Certification in Sports Coaching - ICSC

International Certification in Sports Management - ICSM

(2) 5 experts from the Institute of Physical Education were the institution's executives.

5.2 The researchers issued an official letter from Graduate School, Chandrakasem Rajabhat University to the experts' supervisors to invite the experts to quality audit the draft of successful sport university model.

5.3 The researchers contacted the experts to make an appointment for to form a focus group discussion on quality auditing the drafted model.

5.4 The researchers edited and improved the drafted model according to the experts' suggestions and finally accomplished the complete version of the successful sport university model.

Stage 2 Study readiness of the Institute of Physical Education towards becoming a Sport University

The researchers studied readiness by examining capability of the Institute of Physical Education that could be transitioned to a Sport university. Readiness was considered by principles of institution establishment according to the higher education standard. The standard consisted of 2 areas: 1) Teaching readiness and capability standard and 2) Operation standard in accordance with missions of higher education institution and national development plans. The approach used to evaluate the readiness was Peer Review from savants of the Institute of Physical Education in 17 campuses as well as Focus group, by referencing the savants, the experts and the focus group.

1. To study readiness of the Institute of Physical Education towards becoming a Sport University, we took a documental study, analyzed, synthesized and summarized. The principles of institution establishment from higher education standard consisted of two standards:

1). Teaching readiness and capability standard which consisted of 4 aspects as follows:

- (1) Physical aspect
- (2) Academic aspect
- (3) Financial aspect
- (4) Administrative aspect

2). Operation standard in accordance with missions of higher education institution which consisted of 4 aspects as follows:

- (1) Graduate production
- (2) Research
- (3) Academic service provision to society
- (4) Art and culture maintenance

2. The researchers studied and researched policies and directions of national development plans. To drive the Institute of Physical Education forward and achieve its goals, we emphasized and considered various factors regarding policies and directions of national development plans as follows:

- 2.1 Government Policy (General Prayut Chan-o-cha)
- 2.2 The Eleventh National Economics and Social Development Plan B.E. 2555 - 2559
- 2.3 The Revised National Education Plan (B.E. 2555 - 2559)
- 2.4 The Second 15-year Higher Education Scope (B.E. 2551 - 2565)
- 2.5 The Eleventh Higher Education Development Plan (B.E. 2555 - 2559)
- 2.6 Thai Higher Education Strategy towards ASEAN Community in 2015
- 2.7 The Eight National Policy and Research Strategy (B.E. 2555 - 2559)
- 2.8 The Fifth National Sports Development Plan (B.E. 2555 - 2559)
- 2.9 Ministry of Tourism and Sports Strategy B.E. 2555 – 2559

3. The researchers studied further on Thai Qualification Framework for Higher Education, TQF:HED, as a framework in the readiness evaluation for the Institute of Physical Education towards becoming a Sport University. The TOF:HED drives and

promotes lifetime learning and mechanism that ensures effectiveness of higher education institutions by producing graduates who can achieve standards of learning. It is also a tool to utilize the quality development and educational evaluation standard policy, as specified in the National Education Act regarding higher education standard and educational quality assurance by concretely bringing it to practice.

4. The researchers summarized the data and the readiness from the principles of institution establishment following the higher education standard, national development plans and Thai Qualification Framework for Higher Education to draft the readiness of the Institute of Physical Education towards becoming a Sport University.

5. The researchers audited the draft of the readiness of the Institute of Physical Education towards becoming a Sport University

5.1 The researchers sought 25 experts by considering educational background, administration background and work experience in order for them to evaluate the quality of the draft of the readiness of the Institute of Physical Education towards becoming a Sport University. The experts were selected as follows:

- (1) 20 experts who are executives of the Institute of Physical Education
- (2) 5 experts from the government university who teaches Physical Education and Sports

5.2 The researchers issued an official letter from Graduate School, Chandrakasem Rajabhat University to the experts' supervisors to invite the experts to quality audit the draft of the readiness of the Institute of Physical Education towards becoming a Sport University. The experts were selected as follows:

5.3 The researchers contacted the experts to make an appointment for to form a focus group discussion on quality auditing the draft of the readiness of the Institute of Physical Education towards becoming a Sport University.

5.4 The researchers edited and improved the drafted model according to the experts' suggestions and finally accomplished the complete version of the readiness of the Institute of Physical Education towards becoming a Sport University.

Stage 3 Study Feasibility of The Institute of Physical Education towards Becoming A Sport University

The researchers study feasibility of the Institute of Physical Education towards becoming a Sport University by analyzing and synthesizing data from the Feasibility Study. The study, carried out by using current state data and trend direction of the sports teaching, had 6 common factors. The factors consisted of 5 TELOS (Burch, 1992; Feasibility Study: Five common factor, TELOS) and 1 personnel-related factor as follows:

- Technology an System Feasibility
- Economic Feasibility
- Legal Feasibility
- Operation Feasibility
- Schedule Feasibility
- Human Feasibility

The higher education standard regarding institution establishment consisted of 12 elements namely 1) Strategy 2) Sport University Structure 3) Landscape Architecture 4) Technology 5) Academic programs 6) Students 7) Graduate Particularity 8) Administration 9) Personnel 10) Budget Research 11) Academic and social Services and 12) Art and Culture Maintenance. Feasibility evaluation criteria, using both standards, was achieved by analyzing, synthesizing and summarizing suggestions from the savants, the experts and relevant individuals as well as analyzing general context state of the society and connoisseurship.

After that, the researchers gathered the information from the National Sport University and the readiness study as a database for creating feasibility evaluation tool and eventually yielding Feasibility Evaluation Form, Interview Record Form and Observation Form. The researchers were working closely with the savants and the experts to obtain information needed; details were as follows:

1. Feasibility Evaluation Tool

(1) The researchers designed a tool to study the feasibility of the Institute of Physical Education towards becoming a Sport University by taking the feasibility study framework, which consisted 6 common factors (5 TELOS and 1 Personnel-related), and higher education standard regarding institution establishment, which consisted of 12 aspects, into consideration in building an evaluation tool.

(2) The researchers brought the draft of the created tool to the thesis advisor committee to approve, then validate content and find Index of Item Objective Congruence: IOC again.

2. Research Tool

Feasibility Evaluation Tool was an evaluation form comprising 3 sections as follows:

Section 1 Status of the respondents which consisted of open questions and additional suggestions.

Section 2 Feasibility Evaluation form which was a checklist for the respondents to evaluate the feasibility. Each item contained 5-point Likert Scale:

- 5 means most suitable
- 4 means very suitable
- 3 means moderately suitable
- 2 means rarely suitable
- 1 means least suitable

Interpretation of evaluation level from the content experts was divided in to 5 levels which were most suitable, very suitable, moderately suitable, rarely suitable and least suitable, using average value (means) as a criterion for the interpretation. The calculated value could be used to specify the level of evaluation as follow:

Average of	4.50 – 5.00	means	most suitable
Average of	3.50 – 4.49	means	very suitable
Average of	2.50 – 3.49	means	moderately suitable
Average of	1.50 – 2.49	means	rarely suitable
Average of	1.00 – 1.49	means	least suitable

Section 3 Opinions and Suggestions. Once the evaluation form was created, researcher presented it to the thesis advisor committee and adjusted as suggested so

that the form was complete and correct, achieved the objectives and covered all content needed for evaluation.

3. Research Tool Quality Audit

Quality audited the research tools for the feasibility of the Institute of Physical Education towards becoming a Sport University; the tool was an evaluation form for the savants consisting of 3 sections as follows:

Section 1 Status of the respondents which consisted of open questions and additional suggestions.

Section 2 Feasibility Evaluation form which was an evaluation form to validate the content. The form was brought to the savants to consider whether each item was congruent to the objectives. If congruency was found, “+1” would be answered. Likewise, if congruency was not found, “-1” would be answered. In case the savants are not sure of the congruency, “0” would be answered. The criteria were as follows:

- +1 means Agree that the item was congruent to the content
- 0 means Unsure whether the item was congruent to the content
- 1 means Disagree that the item was congruent to the content

Content validity was executed by having the savants consider congruence between the evaluation form and the objectives for each item. This approach was called Index of Item Objective Congruence: IOC approach; its formula was as follows:

$$IOC = \frac{\sum R}{N}$$

When IOC is congruence between the evaluation form and the objectives,

$\sum R$ is a total score from the savants

N is a number of savants.

Once the evaluation form was created, we presented it to the thesis advisor committee and adjusted as suggested so that the form was complete and correct, achieved the objectives and covered all content needed for evaluation.

The result of the research tool audit showed that the validity content value of the checklist had IOC between 0.60-1.00, meaning that each item is congruent to the content.

4. Population and Samples

Population in this research was executives from relevant sectors such as Ministry of Tourism and Sports, Ministry of Education, Sports Authority of Thailand, Department of Physical Education, Institute of Physical Education, Office of Higher Education Commission, Olympic Committee of Thailand and Sports Association.

The sample group was purposively sampled. It consisted of 350 executive officers from Ministry of Tourism and Sports, Ministry of Education, Sports Authority of Thailand, Institute of Physical Education, Department of Physical Education, Office of the Higher Education Commission, Olympic Committee of Thailand and Sports Association.

5. Data Analysis

There are four results:

(1) After checking for completeness and correctness of data as well as the evaluation form, we processed the data by using a computer program to statistically analyze data. The statistics values used in the analysis were Percentage and Frequency.

(2) The research used quality data connection analysis on documents, suggestions and observations. The Content analysis was used to describe a big picture of Best Practices and necessity, readiness and feasibility.

(3) The research analyzed and compared the contents whether it was the same or similar or different for each comparison point.

(4) The research explained and proved Rhetorical relevant connection with the obtained data then presented a model and solution of the Institute of Physical Education towards becoming a Sport University.

Research results

Characteristics of foreign successful sport universities, namely Korea National Sport University, Beijing Sport University, and American Sports University, are 6 fundamental elements: Technology and System Feasibility, Economic Feasibility, Legal Feasibility, Operation Feasibility, Schedule Feasibility and Human Feasibility.

Regarding the readiness towards becoming a sport university, the Institute of Physical Education is available to provide academic courses in Bachelor's degree, Master's degree and Doctorate degree. It also owns a sports center and acts as a national sports personnel development training center.

Regarding the possibility towards becoming a sport university, the Institute of Physical Education has outstanding personnel with expertise in Physical Education, Sports, Sports Science, Health Science and other fields. It also develops and improves methods used in teaching to be modern and consistent to changes. In addition, it has available facilities as well as coordinators who can work with other related sectors to improve national sports

The development model for Institute of Physical Education to become a sport university is to be a specialized university, dividing management into 4 regions. Each region will select one campus as a Sport University's location, having campuses and sports schools within the region as its subordinate sectors.

Conclusion and Discussion

Sport University is substantially important and necessary, with a mission to produce sports personnel from Bachelor's to Doctorate degree in Physical Education, Sports Science, Health Science, Recreation and other fields that involve science of sports and exercise. It can act as a training center for national athletes, a place to produce and improve excellent athletes for the country, with graduated sports personnel efficiently driving the development. Moreover, the university will have a Sports School to train juvenile athletes before entering the National Sport University, thus considered as continuous athlete development in accordance with the international standard. Also, it is obvious that countries that have sport universities are all successful in international competitions. Students from the sport universities who are

selected as national athletes receive a lot of awards from the competitions while graduates become high-level sports executives, sports trainers, sports referees, sports scientists, and sports and health businesspeople whose quality is critical to national sports development. Therefore, establishing a Sport University is a concrete solution for efficient sports development. Sport University has four crucial missions: 1) to provide Undergraduate and Post-graduate courses according to the specified standard criteria; 2) to study, research and develop knowledge and innovations regarding Physical Education, Sports, recreation, Sports Science, Health Science and other related fields; 3) to provide academic services to the community and the society, especially sports and location services; and 4) to maintain the art and culture, focusing on traditional games and Thai sports, to promote and support educational management for the sports talents and the disabled as well as to use and develop technology in order to build and strengthen a learning society in the region. Moreover, the Institute of Physical Education plays an important role in driving national sports development to stand out, meet the social needs and be able to compete internationally.

Suggestion

Two suggestions are followed:

1. There should be a research on efficiency of a Sport University administration.
2. Or there should be a research which creates new knowledge and innovations that can be practically utilized to develop Physical Education, Sports, Sports Science, Health Science and recreation as well as to create a value-added in terms of business.

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